LA CROSSE COUNTY NOTICE OF MEETING

Date of Meeting: Wednesday, February 20, 2019
Meeting Place: Room 1107 - Administrative Center
212 6th Street N, La Crosse, WI 54601
Time of Meeting: 4:30 P.M.

Purpose of Meeting:

1. Call to Order and Roll Call
2. Public Comment (5 Minute Time Limit per Comment)
3. Approval of Minutes of January 23, 2019 Meeting Minutes
4. Review Notes of Facilitated Discussion
5. MPO 101 by WI DOT
6. Draft MOU forming the LAPC (a Metropolitan Planning Organization), updating current agreement
7. Executive Director Vacancy
   a. Job Description Approval
   b. Salary Consideration
   c. Screening & Interview Process Discussion
8. Other Business
9. Future Agenda Items
10. Next Meeting: March 20, 2019
11. Adjourn

Notices faxed/mailed to:

News Media
La Crosse Tribune
Other Media

Departments
County Administrator
Corporation Counsel
County Clerk
Facilities

Committee Members
Joe Chilsen, Chair
Mike Weibel/Linda Seidel
Tim Candahl
Nancy Proctor
Tara Johnson
Dennis Manthei
Rolly Bogert
Terry Schaller
Mike Poellinger
Dave Marshall
Tim Kabat

Members: If unable to attend, call Jackie Eastwood at 608-785-6141.

Public Comment: The Committee may receive information from the public, but the Committee reserves the right to limit the time that the public may comment and the degree to which members of the public may participate in the meeting.

Persons with Disability: If you need accommodation to attend this meeting, please contact the County Clerk’s Office at (608)785-9581 as soon as possible.
The LAPC reserves the right to reconsider issues taken up at previous meetings. Documents are mailed to LAPC Policy Board members; please contact the LAPC office to obtain copies. If you have a disability and need assistance participating in this meeting, please contact Jackie Eastwood at 608.785.6141 or at jeastwood@lacrossecounty.org at least one week in advance of the meeting.

DATE NOTICE FAXED/MAILED/POSTED: February 13, 2019

This meeting may be recorded and any such recording is subject to Disclosure under the Wisconsin Open Records Law
CALL TO ORDER
Chair Joe Chilsen called the meeting to order at 4:30 p.m.

PUBLIC COMMENT: None

APPROVAL OF DECEMBER 19, 2018 MEETING MINUTES
MOTION by Poellinger/Bogert to approve the December 19, 2018 minutes of the LAPC. Motion carried unanimously with two excused – Marshall/Schaller.

APPROVAL OF RESOLUTION 1-2019 AMENDING THE 2019-2022 TRANSPORTATION IMPROVEMENT PROGRAM
Jackie Eastwood explained that the Resolution needs to be amended because seven new projects were added to the TIP table (attached to the agenda packet), plus some smaller ones. MOTION by Poellinger/Kabat to AMEND the Resolution according to the TIP table. Motion carried unanimously with two excused – Marshall/Schaller.

DISCUSSION AND DECISION ON FUTURE DIRECTION OF LAPC (FACILITATED BY KARL GREEN, UW EXTENSION)
Karl Green facilitated discussion on the future of the LAPC as follows:

- Discussion of additional members. Who should be at the table?
  - Issues to consider:
    - Quorum
    - Dues Paying
    - Impacted by LAPC Decisions
  Conclusion: Extend an invitation to the Towns of Hamilton, Holland, Barre, and Greenfield as well as the Counties of Houston and Winona to join LAPC.

- Discussion on what is the power, role and expectations of the LAPC?
  - What power does LAPC play locally?
• Advisory
• Advocacy
• Consensus Building
• Facilities Funding
• Discussion Forum

○ What role does LAPC play locally?
  ▪ Land Use Planning – Review of Municipal LR Plans
  ▪ Busing/Mass transit
  ▪ Bluffland Conservation
  ▪ Public Safety
  ▪ Sewer/Storm/Water

○ What are the expectations of LAPC (LAPC Members)?
  • Synergy
  • Consistency of Infrastructure
  • Local Representation

• Who should host the Metropolitan Planning Organization?
  ○ La Crosse County

• What are the expectations of the Host Agency?
  ○ Supervisory Role of Staff
  ○ Housing of space and IT access

UPDATE INTER-MUNICIPAL AGREEMENT
Karl Green facilitated discussion concerning the updating of the Inter-Municipal Agreement as follows:

• “Ready to Go” in current format or are there changes to consider?
  ○ Ready to be signed? Yes
  ○ Proposed Changes?
    ▪ Clarify language of escape clause
    ▪ Amend with new members
    ▪ Corporation Counsel review
    ▪ Weighted voting in by-laws based on equalized value or population

• Cost allocation (equalized valuation vs. population)
  ○ For future discussion depending on potential additional members

OTHER BUSINESS: None

FUTURE AGENDA ITEMS:
• Frequency of Meetings: Meet every other month.
• Talk about town alternates
• Copy of By Laws
• Wisdot Update
• Agenda Topics

FUTURE MEETING DATES: February 20, 2019

ADJOURN
MOTION by Candahl/Kabat to adjourn. Motion carried unanimously with two excused – Marshall/Schaller. The meeting adjourned at 6:00 p.m.
Disclaimer: The above minutes may be approved, amended or corrected at the next committee meeting.

Recorded by Alice Sorenson
DISCUSSION OF FUTURE DIRECTION OF LAPC
Karl Green presented a Powerpoint regarding the Metropolitan Planning Organization (MPO) for La Crosse/La Crescent.

- MPO Director in City of La Crosse Planning Department until 2002, change initiated by City in part due to other priorities
- 2003 Intermunicipal Agreement established the LAPC
- By-laws of the LAPC revised in 2009
- Supervision of MPO Director by County Administrator 2011

Other Wisconsin MPO’s:
- 5 are hosted within Regional Planning Commissions
- Three within City Planning Departments
- One Interstate Council
- One Intergovernmental Association
- Three are hosted by Counties

MPO Staffing and Organizational Structures: Karl discussed five different types of hosting structures as follows:

All-in-One agency
This type of agency does not differentiate between MPO functions, non-MPO transportation functions, and all other functions of the broader agency.

Dual Purpose MPO
In this type of structure, the host leverages MPO planning funds to maintain transportation planning staff that performs both MPO planning and local government transportation planning functions.

Component MPO
In this type of hosting relationship, the MPO functions are separated from all other functions of the host, but the MPO director still reports to a host agency employee for administrative purposes. The MPO staff members generally do not perform non-MPO tasks. Conversely, host agency staff members generally do not work on MPO tasks. The MPO often adopts a moniker and brand that is different from the host agency.

Leaning Independent MPO
This is a type of independent MPO that “leans” on one of its members for support. In this type of relationship, the MPO receives some services under a severable contract. The most common service rendered is employee benefits – MPOs may be able to secure superior rates and benefits by “buying in” to a local government or agency benefits plan.

Freestanding Independent MPO
This is a truly independent agency. The MPO must meet all of its operating needs by itself. This is the most expensive way to operate an MPO, but the MPO has full freedom in terms of administrative and planning policy.

Questions for Policy Board:
1. Who should “host” MPO?
2. What activities does Policy Board want the LAPC to perform? Beyond MPO duties?
3. Funding Formula? Equalized Value, Population (per capita), greater participation by County
4. Are there potential future partners? Possible TAC participation?
5. Does MOU need to be updated to reflect direction of Policy Board?

There was discussion of which one of the above types that our MPO best fits into. Karl Green lead an exercise for the LAPC members looking at what activities the Policy Board would like the LAPC to undertake.

What activities does the Policy board want the LAPC to undertake (2019-2020)? (Committee members voted, and the top three activities are in bold)

- Continue Bluffland conservation work
- Public safety (fire, police, etc)
- **Transportation/busing – 3 votes**
- Busing
- Public Works
- **Land Use – 4 votes**
- Continue Bluffland Conservation Work
- Public Works – road maintenance, plowing, etc.
- Garbage
- **Sewer/Water – 3 votes**
- Boundary Agreements
- Parks & Recreation

**What activities for LAPC? 2019-2020**

- Land use – review of all municipal master plans
- Transportation/Busing – mass transit; all modes of transportation (rail, mass transit, air, cargo on water, roads, multi-modal, bike/ped, trails & trail systems)
- Sewer/Water/stormwater- unincorporated municipal
- Public Safety – shared services police and fire (updating of Mavis cards); Auto aid
- Bluffland Conservation/conservation of natural areas, wetlands, blufflands, etc.
1/23/19 – LAPC Facilitated Discussion

Should LAPC Add Additional Due Paying Members?

- Who should be at the table?

Issues to consider:

- Quorum
- Dues Paying
- Impacted by LAPC decisions

What Role Does LAPC Play Locally?

- Land Use Planning
  - Review of Municipal LRPlans
- Busing/Mass Transit
- Bluffland Conservation
- Public Safety
- Sewer/Storm/Water

What Power Does LAPC Have?

- Advisory
- Advocacy
- Consensus Building
- Facilities Funding
- Discussion Forum

What Are the Expectations of LAPC (LAPC members)?

- Reasons Why
  - Synergy
  - Consistency of Infrastructure
  - Local Representation

Who Should Host The Metropolitan Planning Organization?

- La Crosse County

What Are The Expectations of the Host Organization?

- Supervisory Role

Inter Municipal Agreement

- Ready to be signed?
  - Yes
- Proposed Changes?
  - Clarify language of escape clause
  - Amend with New Members
- Corp. Counsel
- Weighted voting in by-laws based on dec. Eq. or population

**Cost Allocation?**
- Ecc. Value OR Population

**Community**
- Town of Holland
- Town of Barre
- Town of Hamilton
- Town of Greenfield
- Town of Dresbach?
- Town of La Crescent?
- Winona County
- Houston County
INTERMUNICIPAL AGREEMENT
FOR
METROPOLITAN PLANNING ORGANIZATION

The Cities of La Crosse and Onalaska, the Villages of Holmen and West Salem, and the Towns of Campbell, Medary, Onalaska, and Shelby, municipal corporations within the County of La Crosse and State of Wisconsin, and the City of La Crescent, a municipal corporation within the County of Houston and State of Minnesota (called communities), in consideration of this exchange of covenants and the mutual benefits to be derived from this joint undertaking, hereby agree with each other and each with the group to jointly cooperate, participate, and share the cost of metropolitan planning for the development and maintenance of a long-range transportation plan pursuant to Federal Regulations and rules found in 23 CFR 450 and 49 CFR pertaining to metropolitan planning.

The objective of this Committee shall be to develop and maintain a long-range transportation plan for the La Crosse/La Crescent Urbanized Area, and to conduct other area-wide planning as it deems necessary. The type of research to be undertaken, the type of plans to be prepared, the method of conducting the metropolitan planning and the cost of such planning shall be as determined from time to time by the MPO and subject to the approval of the MPO.

It is understood that the communities will share the local cost of such metropolitan planning on the basis of the relationship of each community's equalized valuation to the total equalized valuation of all participating communities at the time each specific Planning Work Program, as required by federal regulations, is developed and approved by the MPO.

The communities understand that participating in the MPO will entail meetings, analysis of reports, giving advice and counsel to the persons employed to carry out the MPO planning duties, appointment of special committees, the signing of necessary documents, the appropriation of funds, meeting time schedules, cooperation with State or Federal agencies and all the communities participating in MPO planning, public hearings and a real effort to place the resulting and suitable legislation from this planning into the laws of the communities, and said communities so agree.

In order to coordinate this planning among the participating communities, there is hereby created the La Crosse Area Planning Committee (LAPC) composed of one representative from each participating community which will act as and perform the duties of a Metropolitan Planning Organization for the La Crosse/La Crescent Urbanized Area, hereafter referred to as the MPO, and charged with carrying out the transportation planning functions for the urbanized area and preparing cooperative transportation planning recommendations to the communities. Each participating community shall have one (1) vote on this Committee. The La Crosse County Board of Supervisors also shall have one (1) vote on this Committee. The La Crosse Area Planning Committee will have only Committee powers.

To further coordinate the metropolitan planning, the County of La Crosse agrees to employ all necessary staff to carry out the duties of the MPO, provide administrative support to the MPO and provide physical facilities to house the MPO. The County of La Crosse shall be reimbursed by the MPO for all cost incurred in providing staff, administrative support and physical facilities to the MPO. Representatives of the MPO shall assist the county with hiring, evaluation, disciplinary action, and salary review of all employees performing MPO duties.
Each participating Community will be invoiced for its individual share of the Planning Work Program (PWP) during the first quarter of each program year.

This agreement will become effective on the date approved by all participating communities and shall be effective until January 1, 2007 and shall be automatically renewable for three (3) year periods thereafter unless one or more of the communities gives notice in writing that it objects to the continuation of this agreement at least one (1) year before the expiration date of this agreement.
Memorandum of Understanding
Forming the
La Crosse Area Planning Committee
(a Metropolitan Planning Organization)

This agreement is entered into by and between the following Wisconsin municipalities - the Cities of La Crosse and Onalaska, the Villages of Holmen and West Salem and the Towns of Campbell, Medary, Onalaska and Shelby and the following Minnesota municipality – City of La Crescent (hereinafter referred to as ‘the Communities’) in order to form the La Crosse Area Planning Commission [LAPC] to serve as the Metropolitan Planning Organization [MPO] pursuant to the rules under 23 CFR 450 and 49 CFR.

In consideration of this exchange of covenants and the mutual benefits to be derived from this joint undertaking, the Communities agree with each other and each with the group to jointly cooperate, participate, and share the cost of metropolitan planning for the development and maintenance of a long-range transportation plan for the La Crosse/La Crescent Urbanized Area and to conduct other area-wide planning as it deems necessary.

In order to coordinate this planning among the participating communities, the Communities will convene as necessary and meet as the La Crosse Area Planning Committee (LAPC). The LAPC shall be composed of one representative from each participating community. Each participating community shall have one (1) vote on this Committee. The La Crosse County Board of Supervisors shall also have one (1) vote on this Committee.

The Communities will meet regularly and operate under the bylaws established by the LAPC. Community representatives understand that serving on the LAPC will entail regular attendance at meetings; analysis of reports; appointments to special committees; the signing of necessary documents; the appropriation of funds as set forth below; and participation in public hearings as required. Further the communities agree to ensure that all provision of state and federal laws pertaining to regional transportation planning are implemented and to make a real and concerted effort to place any legislation resulting from this planning process into the laws of their respective community as expeditiously as possible.

The County of La Crosse agrees to employ all necessary staff to carry out the duties of the LAPC/MPO; to provide administrative support to the LAPC/MPO and to provide physical facilities for LAPC/MPO meetings and staff. LAPC/MPO employees will be supervised by the County Administrator or designee and will be subject to all County employee policies and rules. The County of La Crosse shall be reimbursed by the Communities for all cost incurred in providing staff, administrative supplies and physical facilities to the MPO. Community representatives of the MPO shall assist the County with hiring, evaluation and salary review of all employees performing MPO duties. La Crosse County Corporation Counsel will provide legal advice and counsel to the LAPC as necessary.
It is understood that the communities will share the local cost of such metropolitan planning on the basis of the relationship of each community's equalized valuation to the total equalized valuation of all participating communities at the time each specific Planning Work Program, as required by federal regulations, is developed and approved by the MPO. Each participating Community will be invoiced for its individual share of the Planning Work Program (PWP) during the first quarter of each program year.

This agreement will become on the date approved by all participating communities and be effective until January 1, 2023 and shall be automatically renewable for three (3) year periods thereafter unless one or more of the communities gives notice in writing that it objects to the continuation of this agreement at least one (1) year before the expiration date of this agreement.

<table>
<thead>
<tr>
<th>TOWN OF CAMPBELL</th>
<th>VILLAGE OF WEST SALEM</th>
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<tbody>
<tr>
<td>Terry Schaller, Chair</td>
<td>Dennis Manthei, President</td>
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<tr>
<th>TOWN OF MEDARY</th>
<th>CITY OF LA CRESCENT</th>
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<tr>
<td>Linda Seidel, Chair</td>
<td>Mike Poellinger, Mayor</td>
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<tr>
<th>TOWN OF ONALASKA</th>
<th>CITY OF LA CROSSE</th>
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<tr>
<td>Roger Bogert, Chair</td>
<td>Tim Kabat, Mayor</td>
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<td>date</td>
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<th>CITY OF ONALASKA</th>
<th>VILLAGE OF HOLMEN</th>
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<tr>
<td>Joe Chilsen, Mayor</td>
<td>Nancy Proctor, President</td>
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<tr>
<th>TOWN OF SHELBY</th>
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<tr>
<td>Tim Candahl, Chair</td>
<td>Tara Johnson, Chair</td>
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<tr>
<td>date</td>
<td>date</td>
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OVERVIEW:

**FLSA: Exempt.** This is the primary professional regional planning position in the La Crosse Area Planning Committee (LAPC) office serving as the bi-state Metropolitan Planning Organization (MPO) for the La Crosse/La Crescent Urbanized Area. Employee performs a wide variety of research, analysis, plan development, technical assistance and administrative activities in support of the LAPC’s overall transportation planning program. Policy and program direction is provided by the LAPC. The position is supervised by the County Administrator including job performance evaluations in the same manner as all other department heads of La Crosse County.

**ESSENTIAL JOB FUNCTIONS:**

Develops and maintains long-range transportation plans for the La Crosse/La Crescent Urbanized area and conducts other area-wide planning as deemed necessary by the LAPC.

Provides primary administrative support for the La Crosse Area Planning Committee including completing all required MPO functions in compliance with Federal and State requirements, while also facilitating meetings of the LAPC on area-wide topics of interest as directed.

Builds and maintains professional relationships with members of the LAPC, members of the Technical Advisory Committee, the Committee on Transit and Active Transportation, the County Highway Commissioner and County Planning Department.

Builds and maintains professional relationships with the Wisconsin and Minnesota Departments of Transportation, Federal Highways Administration, transit providers and other area Metropolitan Planning Organizations in Wisconsin and Minnesota.

Analyzes geographic data and coordinates transportation modeling activities with Wisconsin DOT staff.

Identifies, obtains, reviews and analyzes basic planning data from a variety of Federal, State, local and private sources.

Guides the preparation of various technical studies on transportation, population, housing, land use, transportation and other planning issues. May work up to 20% of time on planning activities not eligible for reimbursement by Federal or State transportation sources if local funding is available.

Prepares drafts of final planning documents for LAPC review and approval. Prepares an annual Planning Work Program for the scope of work and budget for staff. Maintains the budget financial reports for reimbursement by Federal and State funds.

Prepares annual Transportation Improvement Program with input from the Technical Advisory Committee for consideration by the LAPC.

Provides technical assistance to local communities for development and implementation of community comprehensive and infrastructure projects and grant applications.

Supervises other MPO staff members and consulting contractors.
**Physical Demands:** Large percentage of time is spent in office sitting at desk, reading, writing, using verbal communication, computer terminal, calculator, judgment and near vision. Sits, stands, and bends intermittently throughout the day. Handles papers, manuals and other office materials. Travel is required, driving to area meetings. Occasionally moves about the office and goes to other sites for meetings.

**RELATED JOB FUNCTIONS**
Intergovernmental relations with Federal and State agencies regarding transportation issues.

This job description is not intended to encompass every job duty or responsibility, but is only illustrative. This position is required to perform other duties as may be assigned or required.

**KNOWLEDGE, SKILLS AND ABILITIES:**

- Knowledge of transportation planning process as conducted at the Metropolitan Planning Organization level.
- Thorough knowledge and understanding of Federal and State regulations relating to transportation.
- Knowledge of planning research and analysis methods, including Capital Improvement Planning
- Knowledge of issues relating to multi-modal forms of transportation
- Knowledge of performance-based planning, tracking performance measures and establishing targets.
- Ability to communicate effectively orally and in writing.
- Ability to establish and maintain productive working relationships with a variety of public officials, private citizens and advocacy organizations.
- Ability to work independently and manage a variety of concurrent work assignments.

**TRAINING, EXPERIENCE AND OTHER REQUIREMENTS:**

- Master's Degree in Transportation Planning, Urban and Regional Planning, Public Administration, Geography, or related field.
- Minimum of five years experience in regional or metropolitan planning.
- Strong oral and written communication skills.
- Proven project management skills.
- Understanding of local government.
- Strong computer skills using Microsoft Office products, ArcGIS
- May consider other equivalent combinations of training and experience.
## MPO Pay Comparisons - Feb 2019

<table>
<thead>
<tr>
<th>Organization</th>
<th>Title</th>
<th>Min</th>
<th>Max</th>
</tr>
</thead>
<tbody>
<tr>
<td>Members of the Transportation Advisory Committee</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>City of La Crosse</td>
<td>Planning Director</td>
<td>$102,065.60</td>
<td>$133,889.60</td>
</tr>
<tr>
<td>City of Onalaska</td>
<td>City Engineer</td>
<td>$83,814.21</td>
<td>$96,386.34</td>
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<tr>
<td>Village of West Salem</td>
<td>Public Works Director</td>
<td>$74,312.00</td>
<td>$74,312.00</td>
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<tr>
<td>La Crosse Highway</td>
<td>Highway Commissioner</td>
<td>$80,745.60</td>
<td>$106,475.20</td>
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<tr>
<td><strong>Average</strong></td>
<td></td>
<td><strong>$85,234.35</strong></td>
<td><strong>$102,765.79</strong></td>
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<table>
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<tr>
<th>MPO Directors</th>
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<tbody>
<tr>
<td>Duluth-Superior MPO</td>
<td>MPO Director</td>
<td>$54,160.00</td>
<td>$109,081.00</td>
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<tr>
<td>Chippewa Falls/Eau Claire MPO</td>
<td>MPO Director</td>
<td>$60,000.00</td>
<td>$85,000.00</td>
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<tr>
<td>Wausau MPO</td>
<td>Director of MPO</td>
<td>$65,702.00</td>
<td>$91,983.00</td>
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<tr>
<td>Green Bay MPO</td>
<td>Principle Planner/MPO Director</td>
<td>$58,310.00</td>
<td>$87,465.00</td>
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<tr>
<td>Appleton MPO</td>
<td>Assistant Director</td>
<td>$66,547.00</td>
<td>$87,474.00</td>
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<td>Oshkosh MPO</td>
<td>Assistant Director</td>
<td>$66,547.00</td>
<td>$87,474.00</td>
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<tr>
<td>Fond du Lac MPO</td>
<td>Assistant Director</td>
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<td>Sheboygan MPO</td>
<td>Planner III</td>
<td>$59,310.00</td>
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<td>Madison Area MPO</td>
<td>Transportation Planning Mgr (Head of MPO)</td>
<td>$91,560.00</td>
<td>$110,339.00</td>
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<td>Southeastern WI MPO</td>
<td>Chief Transportation Engineer/Planner</td>
<td>$85,000.00</td>
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<td>Beloit MPO</td>
<td>MO Transportation Coordinator</td>
<td>$57,996.00</td>
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<td>Janesville MPO</td>
<td>Planning Director (No MPO Dir)</td>
<td>$62,994.00</td>
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<td>Dubuque MPO</td>
<td>Director of Transportation &amp; Planning</td>
<td>$93,854.00</td>
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<tr>
<td><strong>Average</strong></td>
<td></td>
<td><strong>$68,348.23</strong></td>
<td><strong>$95,196.54</strong></td>
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| La Crosse MPO                        | MPO Director (Currently B21)         | $72,820.80  | $95,721.60  |
CONSIDERATIONS ON FILLING MPO DIRECTOR VACANCY

Estimated Timeline for Hiring MPO Director

<table>
<thead>
<tr>
<th>Process</th>
<th>No. of Days</th>
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<tbody>
<tr>
<td>Advertising Period</td>
<td>45</td>
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<tr>
<td>Application Screening</td>
<td>5</td>
</tr>
<tr>
<td>1st Interview Planning/Prep</td>
<td>10</td>
</tr>
<tr>
<td>1st Interview</td>
<td>1</td>
</tr>
<tr>
<td>2nd Interview Planning/Prep</td>
<td>10</td>
</tr>
<tr>
<td>2nd Interview</td>
<td>1</td>
</tr>
<tr>
<td>Reference/Background Checking</td>
<td>5</td>
</tr>
<tr>
<td>Notice to previous employer</td>
<td>30</td>
</tr>
<tr>
<td><strong>Total Days</strong></td>
<td><strong>107</strong></td>
</tr>
</tbody>
</table>

Timeline is an estimate and depends in part on the success of recruitment:
- Last time we advertised for just over 30 days and only received 11 applications
- When Mr. Faella was hired, the recruitment was launched January 23rd and started on May 30th
- Original pay range was one grade lower, but raised in order for Mr. Faella to accept the position.

1. Initial screening by County Human Resources and Administration. Is there a role for an LAPC subcommittee for screening?
2. Depending upon number of qualified applicants, should a subcommittee conduct initial interviews to get to a shorter list of finalists?
3. Assuming that the finalists are interviewed by the entire LAPC, it would also be useful to have a second interview panel of peers (e.g. TAC members, planning staff etc.)